



## **National Commission on the Future of the Army**

2530 Crystal Drive, Zachary Taylor Building, Suite 5000  
Arlington, VA 22202

**SUBJECT:** National Commission on the Future of the Army (NCFA), Fort Drum, NY  
Site Visit September 10, 2015

**Date:** September 10, 2015

**Times:** 09:00 -12:30

**Locations:** Ft. Drum, NY

**Format:** Briefings and Round Table Discussion

**Attendees:**

LTG (R) Jack Stultz, Commissioner

LTC Michael Lockwood, Alternate Designated Federal Officer (ADFO)

MG (R) Raymond Carpenter, Executive Director, NCFA

LTC Steve Pierce, NCFA Staff

MAJ Doroneth White, NCFA Staff

Mr. Sankar Bhattacharjee, NCFA Staff

Mr. Andrew Feickert, NCFA Staff

**Documents Submitted to Commission:**

1. Fort Drum Garrison Training & Airfield Operations Update
2. 412th Theater Engineer Command and 479th Engineer Battalion NCFA Slides
3. Army Reserve Procurement Funding Trends
4. Army Reserve Capabilities

**Meeting Summary**

At 09:00, Commissioner Stultz, ADFO, and NCFA Staff received a Ft. Drum Garrison Training and Airfield Operations Update briefing at the Ft. Drum Operational Readiness Training Center (ORTC). Attending from the 10th Mountain Division and Ft. Drum Installation were:

BG Michael Howard, 10th Mountain Division Deputy Commanding General

COL Bryan Laske, Ft. Drum Garrison Commander

COL Michael McCurry, 10th Combat Aviation Brigade (CAB) Commander

Mr. John Christensen, Reserve Component Training Coordinator

**SUBJECT:** National Commission on the Future of the Army (NCFA), Fort Drum, NY  
Site Visit September 10, 2015

Mr. Lynn Petrie, Operational Readiness Training Center Coordinator

Commissioner Stultz provided an overview of the NCFA's charter and the Federal Advisory Commission Act (FACA). ADFO discussed how the NCFA operates under FACA.

Ft. Drum has significant range capabilities including a Regional Collective Training Capability (RCTC); an urban training facility; a man-made cave complex; a sewer training complex; an Afghan village; a live fire shooting complex; and others. Training goes on 12 months out of the year, but sometimes winter can be a challenge.

NCFA staff asked about adverse impacts due to budget reductions. 10th Mountain Division noted Range Control has not been impacted by the budget, but the loss of civilian manpower is a problem as the Division expects to operate on ranges 365 days a year, 24 hours a day.

10th MTN Garrison Commander noted 80% of his budget is payroll and efforts must be made to protect funding for airfield and range control civilians. He was also concerned that there is pressure on installation personnel to only work five days a week and 18 hours a day to save money, which is impractical on a divisional post that also has a heavy RC support role as the majority of RC activities occur on the weekend.

The briefing ended at 10:15

NCFA personnel then moved by van to the Ft. Drum Army Reserve Center. At 10:30, briefings on the 412th Theater Engineer Command (TEC), 479th Engineer Battalion (EN BN), and Army Reserve Procurement Funding Trends and Capabilities started. Commissioner Stultz and MG(R) Carpenter also participated in discussions with selected soldiers from the 479th EN BN. Army Reserve participants included BG Miyako Schanley, Commander, 412th TEC, and selected Soldiers from the 479th EN BN.

Commissioner Stultz provided an overview of the NCFA's charter and the Federal Advisory Commission Act (FACA). ADFO discussed how the NCFA operates under FACA.

Eighty percent of the Army's engineer units are in the RC and half of those units are in the USAR. The 412th TEC has a mature relationship with U.S. Pacific Command (USPACOM) and has also done some work with U.S. European Command

**SUBJECT:** National Commission on the Future of the Army (NCFA), Fort Drum, NY  
Site Visit September 10, 2015

(USEUCOM). A strength of the command is many of Soldiers do engineering work as civilians.

The 479th EN BN Soldier panel was asked by Commissioner Stultz about Operational Tempo (OPTEMPO) and Boots on the Ground vs. Dwell time. Soldiers suggested the current 1:5 ratio was appropriate. Another key point was the difficulty for Brigade Commanders who, in some cases, have 5,000 soldiers spread out over 12 states, to command their units and monitor training.

The command relayed history where one unit sent a number of Soldiers to an expensive 14 week Military Operational Specialty (MOS) qualification school at Ft. Leonard Wood. When the government shutdown occurred in October 2013, the post and Engineer School shut down. The Soldiers were sent home half way through the course. The end result was the Soldiers were not MOS qualified, the unit lost money, and they still needed to get slots to send those Soldiers back to school.

Money and time are the biggest challenges for units. Engineer units have lots of specialized equipment and Soldiers need to be trained and sometimes licensed on this equipment. Other challenges include lack of ammunition for weapons qualification and lack of demolitions for training.

The meeting ended at 12:30.